



BREAKOUT PANEL 4

***December 12,
2005***



Performance Based Contracting Challenges to Transition

- **CHALLENGE: Evaluating PBSC after award**
 - Understanding the metrics and basis for PBSC
 - Gap in staff who supported RFP, Source Selection and Performance
 - Lack of PBSC training for non-contract/acquisition staff
 - Lack of understanding rationale/vision for performance-based contract
- **CHALLENGE: Metrics**
 - More than process
 - Difficult for SETA/A&AS where focus is on expertise vs. “outcome”
- **CHALLENGE: Resources**
 - Demands on functional military/civilian staff who must now be PBSC experts too
 - Impacted by lack of training
- **CHALLENGE: Assessing Innovation**
 - How to assess “innovation” or other “non-personnel” discriminators given broadly diverse, HQ space projects and planning tasks



Areas/Issues Impacting Overall Success

What Works / Doesn't Works

- **IMPROVE COMMUNICATION**
 - Give us more info
 - Clear statement of what Govt really wants
- **NEED TO SHARE ALL INFORMATION**
 - Information = fair competition = innovation = success
 - Information sharing, open dialog...all venues
 - Share what you can on the Strategic Master Plan
 - Review/adjust rules on what can be said and not said to industry
 - Need a Competition Advocate!
- **ADDRESS HIGH TURNOVER AND EXPERIENCE AS KEY ISSUES**
- **SUGGEST INDUSTRY AND GOVERNMENT TO SHARE IN PERFORMANCE OBJECTIVES**
- **GOVERNMENT NEEDS TO PRODUCE REALISTIC PROCUREMENT SCHEDULES**
- **WORK TO IDENTIFY AND RESOLVE COMPETITION BARRIERS**
- **NEED TO IMPROVE ACQUISITION/PROGRAM MANAGEMENT RESOURCES**
 - a “D” heading to an “F”
- **Education, education, education**
 - Helps with all the above



Backup



SET-UP

SCHEDULE

1300 - 1310 Introduction

**1310 - 1430 Interactive, collaborative
discussion**

1430 - 1500 Finalize

RULES OF ENGAGEMENT

Non-attribution

Relevance and Focus

Efficiency



Performance Based Contracting Challenges to Transition

- **CHALLENGE:** How is a PBSC evaluated for performance after award? Gap between RFP - Proposal - Performance in understanding and implementing PBSC approach...worsened by a lack of PBSC training for non-contracting staff
- **CHALLENGE:** More than process but what metrics to use....hard for programs like SETA/A&AS where focus is on people expertise vs. “outcome” driven metrics
- **CHALLENGE:** Demands on military/civilian staff who are already functioning as technical experts, finance/budget experts, and now contracting experts too...includes the impact of training
- **CHALLENGE:** Process and metric breakdown worsened by not understanding rationale for a performance-based contract that is unclear, unexplainable for a SETA type program
- **CHALLENGE:** How to assess “innovation” or other “non-personnel” discriminators given broadly diverse, headquarters space projects and planning tasks



Areas/Issues Impacting Overall Success

What Works / Doesn't Works

- **Information sharing with Industry is limited and impacts teaming, industry bid decisions and ultimately the quality of source selection and depth and breadth of the AFSPC industry base (e.g., phone numbers of staff we need to work with)**
- **No Competition Advocate to help with the above and other related matters to better posture industry for PBSC and effective competition**
- **Lack of access to classified strategic master plan for “cleared” AFSPC contractors**
- **Understanding what PBSC means for a specific contract engagement**
- **Industry Day needs to be focused on command’s strategic vision, mid and long contract range plans and specific contract opportunities**
- **Acquisition timelines are so short Govt tech staff cannot adequately prepare**
- **Lack of mandatory PBSC training for all Govt staff who are involved in a PBSC effort**
- **Inadequate or insufficient government/program management staff...especially for multi-award IDIQ contracts, made worse by PBSC which requires more effort**
- **Issue of incumbents and the inherent consideration of applied contract staff and their quals and even name recognition**
- **Tendency to want incumbents based on their knowledge, skills and expertise**
- **“Scoring dilution” when task or subtask specific scores are rolled up to the final “Technical” or “Management” or “Price” score which covers the real problem**
- **Recompeting tasks or other contract efforts every two years or each option year when the current effort is in fact meeting and possibly exceeding PBSC standards...might be better to try award term approach**



Areas/Issues Impacting Overall Success What Works / Doesn't Works

- **OBSERVATIONS**

- **Communication**
 - Give us more info
 - Clear statement of what Govt really wants
- **Share all information...level the playing field**
 - Information = fair competition = innovation = success
 - Information sharing, open dialog...all venues
 - Share what you can on the Strategic Master Plan
 - Review/adjust rules on what can be said and not said to industry
 - Need a Competition Advocate!
- **High turnover and experience are key issues even after the training**
- **Industry and government to share in performance objectives**
- **Government needs to produce realistic procurement schedules**
- **Identify and resolve competition barriers**
- **Acquisition and program management resources**
 - a "D" heading to an "F"
- **Education, education, education**
 - Contracting needs more training and education too! Three more votes
 - Helps with all the above